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ABSTRACT

Because education itself is a business, starting an independent school is much like starting a private business. This guide, designed to provide a sound basis for planning, implementing, and evaluating an independent school, focuses on various objectives, tasks, and other operational concerns that are essential in the initial planning process. Specifically, various strategies, as well as space for a time table and the names of the persons responsible for completing the tasks, are included within this document for the areas of governance, personnel, facilities, recruitment, finance, course of study, evaluation, parents, and accreditation. An assessment of the use of this guide in the development of the V.V. Reid Elementary School, the only independent African-American elementary school in South Carolina, showed that this instrument was a very successful tool. (KM)

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MANAGEMENT BY OBJECTIVES: A GUIDE FOR STARTING AN INDEPENDENT SCHOOL

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MANAGEMENT BY OBJECTIVES: A GUIDE FOR STARTING AN INDEPENDENT SCHOOL

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INTRODUCTION

Education is a business. Thus, starting an independent school is much like starting a private business. "Management by Objectives: A Guide for Starting An Independent School," was designed to provide a sound basis for planning, implementing and evaluating an independent school.

The Management by Objectives Plan of Action focuses on various objectives, tasks, and other operational concerns that are essential in the initial planning process. Additionally, the plan includes strategies, time tables, and persons responsible for completing the tasks. The MBO Plan of Action will enable you to do the following: (a) define where you are; (b) describe where you are going; (c) help you to manage your resources more effectively and (d) alert you to impending trouble within a defined time period.

An assessment of this MBO Plan of Action used in the development of V. V. Reid Elementary School showed that it was a very successful instrument. V. V. Reid Elementary School is the only independent African-American Elementary School in South Carolina. The school is sponsored by Reid Chapel African Methodist Episcopal Church. The district officials are: (a) The Retired Reverend Frederick C. James, Presiding Bishop; (b) The Reverend Dr. Willie J. Jefferson, Presiding Elder; and (c) The Reverend James R. Glover, Pastor. V. V. Reid Elementary School is located in Columbia, South Carolina.

V. V. REID ELEMENTARY SCHOOL ADVISORY BOARD

MBO PLAN OF ACTION

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Objective - Task to be Completed	Task Status (Please Check ✓) Partially Completed	Task Completed	Strategies	Person(s) Responsible	Time-table
This section deals with the overall organization, administration and management of the school.					
Governance					
1. Retain an attorney			• Select attorney • File articles of Incorporation with the Secretary of State, SC. Independent Schools Association and S. C. State Department of Education.		
2. Engage an accountant/bookkeeper			• Hire accountant and/or bookkeeper. • Set up record and filing system.		
3. Establish a Board of Trustees			• Determine board membership • Identify rules and function of board • Elect officers (President, Vice President, Secretary, etc.)		

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3. Establish a Board of Trustees (cont.)			• Identify committees: executive committee finance committee buildings and grounds committee education committee development committee, etc. • Establish School Policies **Recommendation:** Select Board of Trustees based on particular skill, knowledge, and contributions the individuals can bring to the school such as: attorneys, bankers, educators, politicians, business persons, physicians, ministers, etc.		

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4. Refine Statement of Purpose - Philosophy			• Write Statement of Purpose - Philosophy		
5. Finalize Administrative Organization			• Design administrative structure		
Personnel					
6. Appoint a director			• Establish guidelines for director		
a. Develop job description for director			• Review guideline and finalize job description for director		
b. Advertise for director			• Identify places and other resources for advertisement		
c. Review qualifications of applicants			• Organize committee and establish criteria for evaluating applicants		
d. Interview selected applicants			• Interview applicants		

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e. Prepare contract for the director			• Design contract(s) for director and other personnel		
7. Hire teachers, aides and identify other essential personnel (full time, part time and potential volunteers) for the program			• Review personnel needs and make recommendations to the director **Recommendations**: • That you strive to obtain a three year commitment from the director (renewable annually) • That the director be an "ex officio" member of the board • That the director interview and select the instructional staff		
Physical Facilities 8. Designate completion date for facility			• Obtain completion date from architect		

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9. Review adequacy of equipment budget			• Assess equipment budget based on established guidelines for indoor and outdoor equipment for K-3 levels (20 children in a class)		
10. Review adequacy of supply budget			• Assess supply budget based on established guidelines for supplies for K-3 levels (20 children in a class)		
11. Order supplies and equipment			• Prepare purchase orders for supplies and equipment		
12. Assess transportation operational needs and system			• Review transportational needs and system		
13. Plan on-site visit for purpose of observations			• Visit the following schools: • Fort Jackson (K-3) • North Springs or Northwood Elementary • Georgetown School District		

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13. Plan on-site visits (cont.)			• Others **Recommendation:** Ask Mr. Larry K. Watt to assist in identifying a school and making arrangements for visit to an independent school		
Recruitment 14. Develop and Implement a Marketing and Recruitment plan for image, staff and students			• Hire marketing consultant • Design brochures, fliers, newsletters, etc. • Design application forms for students • Establish selection criteria for students • Interview parents and students • Select students		

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14. **Recruitment** (cont.)			**Recommendations:** That the director and an Interview Committee interview and accept or reject prospective students		
15. Development and Implement a Public Relation Plan			• Use every opportunity available to "get the word" out in the local community, newspapers, television stations, radio stations and other media • Take advantage of all Public Service Announcement opportunities • Establish an on-going Public Relations Committee		
Finance					
16. Organize a Fund-Raising Plan			• Establish an on-going Fund-Raising Committee		

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16. **Finance** (cont.)			• Explore Alternative Resources - Funding for the school such as:
			  • voucher initiative
			  • gifts
			  • alumni
			  • parents
			  • friends
			  • denominational (AME Headquarters) support
			  • low cost loans
			  • endowments
			  • fund-raising activities		

Course of Study 17. Identify and/or develop the Course of Study/Curricula			• The course of study will be developed in accordance with the South Carolina Independent School Association Basic Minimum Requirements and with the Basic Education Code prepared for Elementary Education by the South Carolina State		

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17. **Course of Study** (cont.)			Department of Education • The curricula will be designed in four phases: (a) Selection of general aims, goals and/or objectives (b) Statement of rationale for each content or subject matter area (c) Identification of skills, methods, techniques, strategies, curriculum and organizational approaches (d) Evaluation • Organize an on-going curriculum committee (including parent representation) director, teachers, advisory board member and consultant		

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17. **Course of Study** (cont.)			• The South Carolina State Adopted Textbook List will be available and utilized whenever possible • The suggested learning areas of the curricula are: Reading•Language Arts•Writing•Mathematics•Science•Environmental Studies Social Studies•Black History•Political Awareness Health and Physical Education Moral Education •Character and Personal Development Aesthetic Awareness Art•Dance•Museum•		

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17. **Course of Study** (cont.)			Music•Drama •Education Special Areas •Computer Education •Technology Awareness •Problem Solving and Critical Thinking Skills •Expanded Afternoon Program <u>Others</u>: <u>Recommendations</u>: • After careful evaluation by the curricula committee, the school should purchase curriculum materials and textbooks that meet the school's aims, goals and objectives		

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17. Course of Study (cont.)			• If possible, the school should work in conjunction with the Teacher Education Program at Allen University or another institution in the community • Upon recommendation of the director, the Board shall approve all textbooks and other teaching materials utilized in the school • Music lessons and other enrichment lessons may be made available to the students as desired • Payment for these lessons shall be as agreed upon by the teacher providing the lessons • Part time teachers, retired teachers or private individuals may be contracted to		

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17. **Course of Study** (cont.)			provide enrichment lessons • The school should provide the space for the enrichment lessons • Others:		
Evaluation					
18. Develop Procedures for Assessment and Evaluation			• Design an Evaluation Component • Select instruments for assessment • Establish timeline for assessment during the year • Identify personnel and/or hire individuals to assist with the administration,		

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18. **Evaluation** (cont.)			analysis, and interpretation of test and test data (as needed) • Others **Recommendations:** That the Assessment and Evaluation Model for V. V. Reid Elementary School include the following components in the evaluation planning: 1. That children be involved in their evaluation process and maintenance of their records 2. Teachers' Records 3. The Director's Records 4. The Overall School Profile or School		

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18. **Evaluation** (cont.)			Record Folder Others		
Parents 19. Organize a Parent Group			• Develop a handbook for parents and identify other strategies for parent involvement (such as room mothers, sharing specific skills, talents, travel, experiences, etc.)		

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Accreditation 20. Utilize the guidelines of the National Association of Independent Schools in planning and implementing the program (whenever possible)			• Review the guidelines for National Accreditation		
21. Evaluation and Other Forms Identify and design essential evaluation and other school forms			• Design the following forms: • Application Form • Pre-Admission Health History Form • Health Notification to Parents • Waiver of Responsibility • Emergency Card • Teacher Evaluation • Personnel Contracts Others		

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22. Organize Pre-Service and In-service Training Schedule for 1989-90 School Year			• Plan topics, suggest consultants, and identify time line for pre-service and in-service training		